

2006 GAME PLAN

ACCELERATING MOMENTUM



UNITED STATES ARMY



CALL TO DUTY

230 YEARS OF SERVICE TO OUR NATION

This document is available electronically on the Army Knowledge Online (AKO) Senior Army Leader Page. Special access is required. It is also available on the accompanying CD-ROM. Both electronic versions provide additional information in the form of links to documents and other web resources to support professional development and leader presentations. Links to documents and other web resources are indicated by blue text.

The Game Plan is a product of the Office of the Chief of Staff, Army, Executive Office of the Headquarters Staff Group.

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MAY 1, 2006

We serve the Nation in a time of great danger and unique opportunity. We are fighting an enemy determined to reduce America's presence in the world and to destroy the freedoms we enjoy. We are also working to capitalize on an unprecedented opportunity – resulting from wartime focus and levels of resourcing.

With the support of the President, the Congress, and the Secretary of Defense, and the hard work of leaders, Soldiers, and civilians across the Army, we are making enormous progress in executing a fully integrated, carefully crafted plan. Our plan – The Army Plan – is guiding our work to transform, to support the combatant commanders, and to sustain our volunteer Soldiers and their families in this time of war.

This is a pivotal time. The progress that we make over the next 12 to 18 months will determine our ability to continue to accomplish our mission and to position ourselves properly for the 21st century.

Our window of opportunity, however, is not assured. As support for supplemental funding diminishes, and budget pressures intensify, we will experience downward fiscal pressure.

To exploit the opportunity we've been presented, we must accelerate our transformation. We will stick with the priorities we've established and adhere to the concept and outline of our plan. We will work to include our most strategically important priorities in the program, and maintain balance across the force as our supplemental budget changes.

As ever, leaders will determine our success. The 2006 Game Plan summarizes key elements of The Army Plan and provides guidance to assist you in your work. It does not provide a great deal of new material. Rather, it compiles key ideas, tools, and information to increase your ability to understand and to communicate our need to accelerate our momentum.

This Game Plan describes the strategic challenges we face and reinforces the centrality, importance, and intent of the Army Campaign Plan. The Army Campaign Plan is the authoritative document governing our execution of the four overarching strategies that comprise The Army Plan. The Game Plan performs four other key functions:

- Reinforces this year's Posture Statement, which describes our situation, our Army Vision, our accomplishments (since 9/11 and during the past year), and our compelling needs;
- Explains how we will measure the execution of our strategy – to stay on course;
- Explains how several key Departmental processes have evolved to increase their value to you; and,
- Highlights key decisions made in recent months regarding Defense strategy, basing, force structure, and many other areas.

Over a half-million of our active and reserve Soldiers have served overseas in the war on terrorism. More than 600,000 Soldiers are on active duty today. Almost half of them are deployed, serving in 120 countries worldwide in defense of U.S. interests. We thank you for your continuing service and unwavering commitment to them in this time of war.

Kenneth O. Preston
Sergeant Major of the Army

Peter J. Schoomaker
General, United States Army
Chief of Staff

Francis J. Harvey
Secretary of the Army

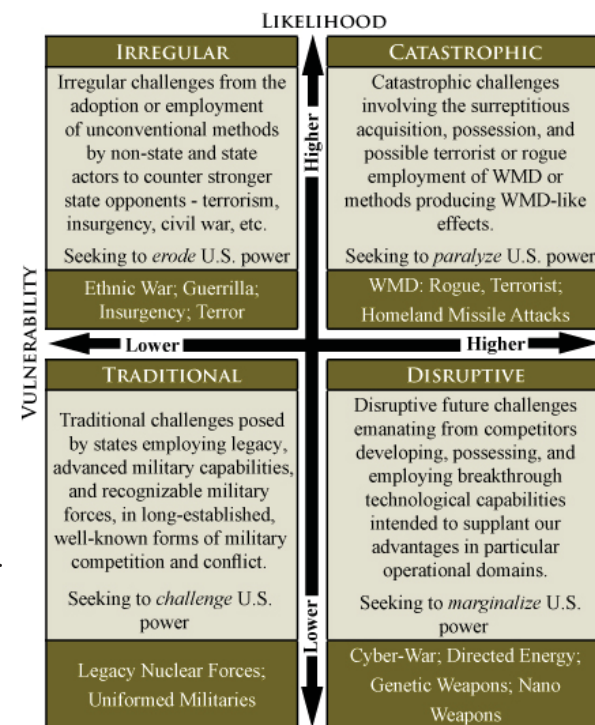
Accelerating Momentum

We have established tremendous momentum in changing and adapting our Army. Our progress and record of accomplishment is the result of the hard work of our Soldiers, leaders, and civilians – reinforced by the resilience and commitment of our families.

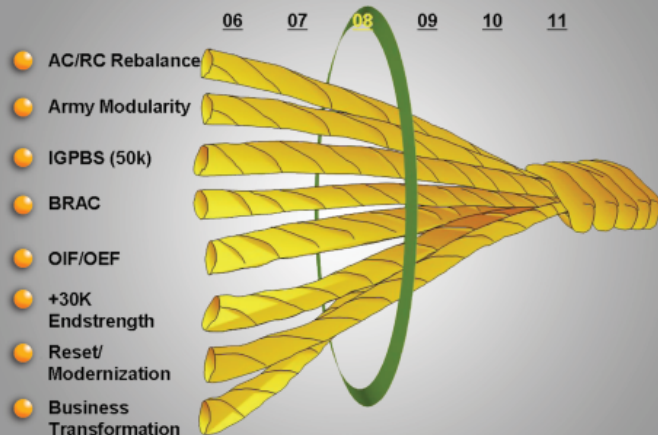
With the support of the President, the Congress, and the Secretary of Defense, we have increased our capabilities to deal with the challenges we face today and to prepare for those we will face tomorrow.

2007 and 2008 will be pivotal years for the Army. We will continue to conduct operations while transforming the force, its global infrastructure, and all of our supporting business processes.

Regardless of the urgency of our mission, we will experience a diminishing window of opportunity to make the changes we need to make (due to downward fiscal pressures we are already facing and other factors). We must therefore accelerate the momentum we have established in recent years, while keeping our programs in balance. We will continue to care for our Soldiers, their families, and our civilian workforce. Your continued superb leadership will be crucial to our success.



THE ARMY - WAY AHEAD



Fully Integrated Plan

The Army Plan provides the framework to guide a number of carefully synchronized initiatives that all contribute to building tomorrow's Army. Like the strands of a rope, these and other initiatives are intertwined and mutually reinforcing. Each strand is essential, driven by strategic necessity. Each is helping to create an Army better postured to continue the long war, while sustaining our global commitments. Each is contributing to improving the lives of our Soldiers and their families. Our plan integrates all of the strands to make our Army stronger – more capable, more ready, and more relevant to the 21st century.

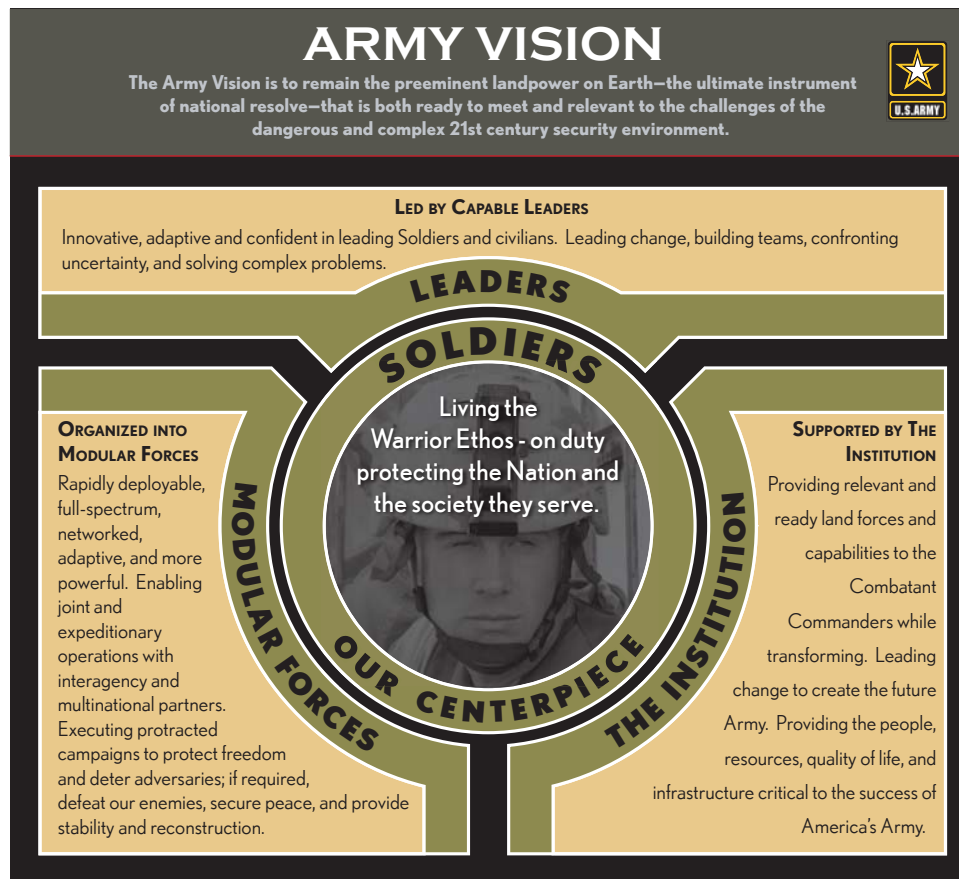
We are creating units that are whole: fully manned, trained, equipped, and supported. We are committed to preparing them for the challenges they will face and to overcoming years of underfunding. If we cannot make our units whole, then we will not build them.

With fewer resources, we will build fewer units. We will not weaken the Army by partially resourcing our units. This would be like removing strands of a rope and expecting it to remain strong. We will not do this. We will shorten the rope before we weaken it.

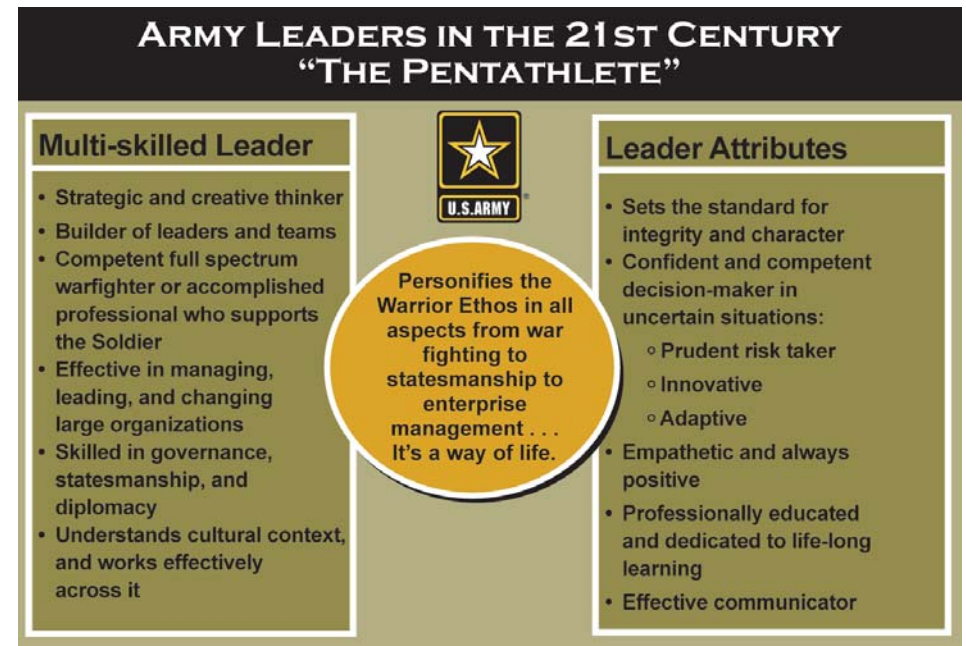
With more resources, we will build more units, and lengthen the rope. We will accelerate what we are doing – building more whole units – while keeping our programs in balance. Our choice will be one of quality, not quantity.

The Army Vision

The challenges posed by the 21st century security environment drive our vision of the force we must become to continue to accomplish our mission. The Nation has entrusted us to preserve peace, maintain freedom, and defend democracy. We have performed this role for more than 230 years. Today, because of the actions of our Soldiers and our record of accomplishment, the American people regard the Army as one of the Nation's most respected institutions. We will maintain this trust.



Two ideas are crucial to understanding and realizing our vision.



Creating Pentathletes

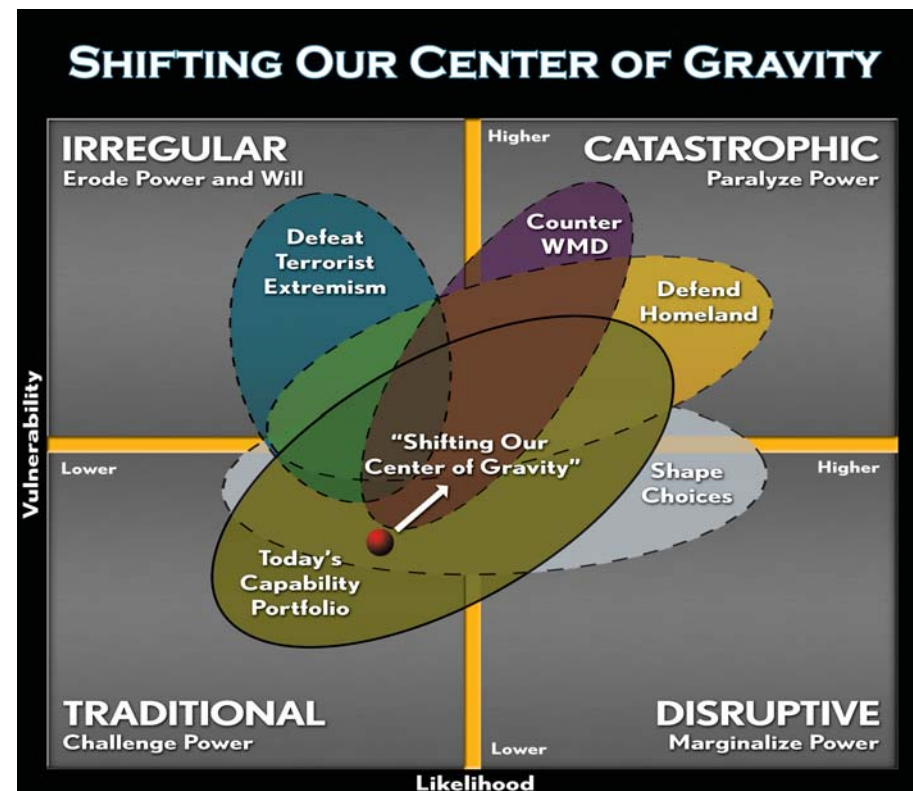
First, we recognize that intellectual change precedes physical change. For this reason, we are developing qualities in our leaders, our people, and our forces to enable them to respond effectively to what they will face. We describe the leaders we are creating as "pentathletes," whose versatility and athleticism – qualities that reflect the essence of our Army – will enable them to learn and adapt in ambiguous situations in a constantly evolving environment. To ensure that our Soldiers are well led and supported, as they deal with complexity and uncertainty for the foreseeable future, we have undertaken a major review of how we train, educate, assign, and develop our military and civilian leaders.

Shifting our Center of Gravity

Second, to expand options available to the President and the Combatant Commanders, and to improve our ability to support the Defense Strategy, we are shifting our center of gravity. We are increasing our capacity to defend the homeland, sustain the long war, conduct irregular operations, and wage conventional campaigns. While maintaining the capability to address traditional challenges, we are developing a broader portfolio of capabilities to address the full spectrum of challenges we may face.

The year-long analysis associated with the 2006 Quadrennial Defense Review validated the Army's strategic direction, as reflected in the Army Vision and The Army Plan. We will continue to:

- Increase both capability and capacity by creating modular, multipurpose, brigade-based combat and support forces (70 Brigade Combat Teams and over 200 Support Brigades) better able to operate as elements of joint, expeditionary force packages, and to conduct sustained campaigns;
- Leverage the power of joint interdependence to create the freedom to change;
- Enhance capabilities of multipurpose forces, especially for irregular warfare, to enable special operations capabilities to be more focused on complex tasks (including counterterrorism and unconventional warfare);
- Recognize the increased importance of the "human dimension" of war, including:
 - Expanding cultural awareness and language capabilities;
 - Doubling human intelligence personnel; and,
 - Integrating Psychological Operations and Civil Affairs capabilities with multipurpose forces;
- Redesign tactical and operational headquarters to serve as Joint Task Force headquarters;
- Restructure Army programs to strike the best balance between current and future capability requirements;
- Posture reserve forces to serve as an operational force vice strategic reserve; and,
- Posture operating and institutional forces to enhance jointness, readiness, strategic responsiveness, and fiscal efficiency.



Business Transformation

Just as we are transforming our warfighting forces to prevail in today's and tomorrow's conflicts, we are transforming all of our institutional and operational processes to better sustain our commitments. We cannot have a 21st century operational force supported by 20th century processes. To meet our future challenges, we must achieve a high level of continuous, measurable improvement in our business processes and increase our efficiency and effectiveness. Successful business transformation is essential to our long-term health because it will free financial and human resources to redirect to our core warfighting missions. In addition, by "taking work out" of our processes – reducing waste in all its forms – we will accelerate the rate of our transformation.

The guiding principles of our Business Transformation are:

- Senior leadership direct involvement in key enterprise projects with an emphasis on continuous improvement;
- Concentrate on the core - organize around the work;
- An unbroken line of execution authority and accountability for results:
 - Focus is on performance;
 - Delegate decision-making authority to the proper organizational level; and,
 - Empower accountable project owners to deliver transformational results;
- Commitment to continuous learning as a transformation accelerator;
- Lean Six Sigma is a forcing function; and,
- Army core values = Army business ethics.

BUSINESS TRANSFORMATION FREEING UP RESOURCES FOR OUR MILITARY OPERATIONAL MISSIONS

- Reengineer our **reset, repair, manufacturing, and administrative** processes
 - Use the Lean Six Sigma methodology to take work out of the system
- Apply information technology to achieve further process improvements
- Outsource where it makes sense...privatization of installation housing, utilities, and lodging
- Establish a three-dimensional Army culture: passionate about **continuous improvement**...focused on **performance**...with a foundation based on **Army Values**
 - Lean Six Sigma methodology focuses on quality improvements
 - Pay and performance management system...Senior Civilian Executive Service and National Security Personnel System...reward performance and reinforce Army Values
- Empower our leaders to make the required changes and hold them accountable

Achieve Major Reductions in Cost and Cycle
Time While Improving Quality of Output

Staying on Course

The Army Plan is based on four overarching, interrelated strategies focusing on people, forces, training, and infrastructure. Our 2006 Army Posture Statement summarizes the key elements of The Army Plan. Our Posture Statement explains our initiatives, our accomplishments, and our compelling needs. We describe transformation not as an end in itself, but rather, how it is helping us to accomplish our mission and to realize our vision for the future force.

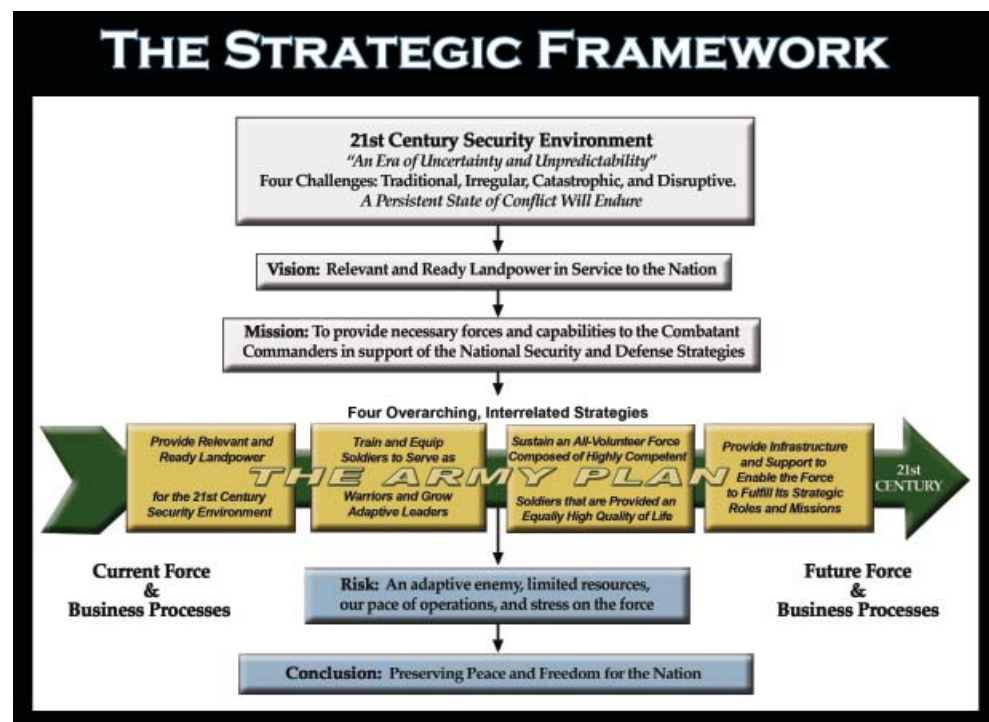
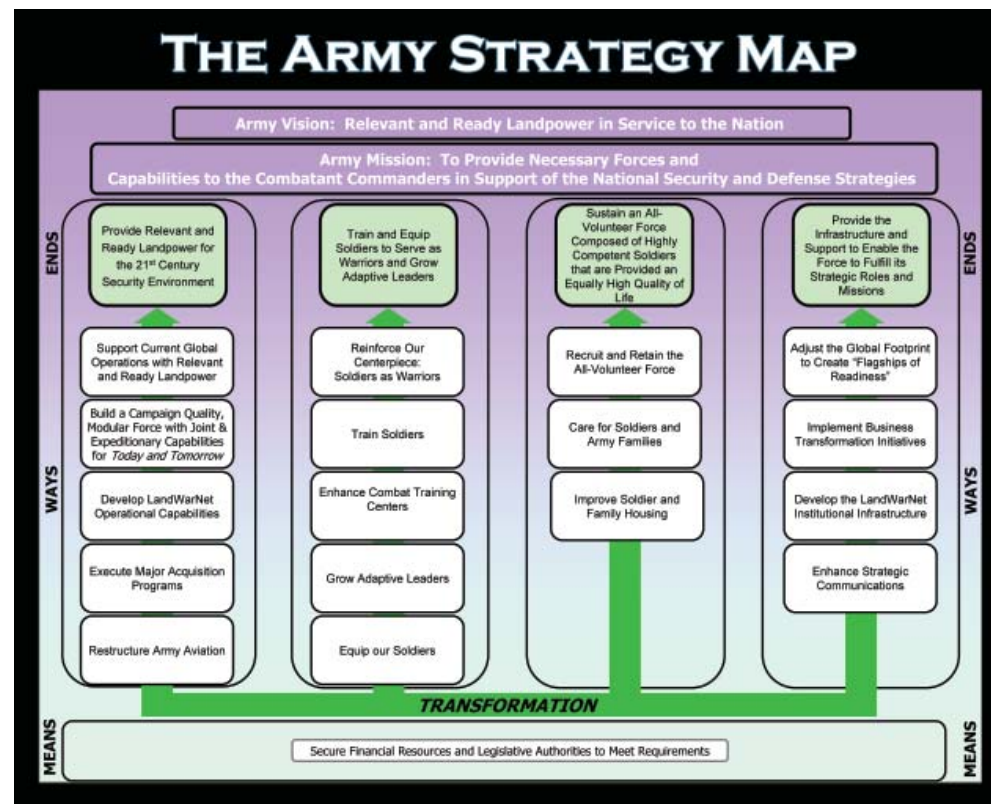
To measure the execution of our plan, and to focus our efforts and resources where we need them most, we are developing the Army Strategic Management System, which is based on the initiatives contained in the Army Posture Statement and the objectives of the Army Campaign Plan.

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This system integrates the 20 Army Focus Areas, now in various stages of planning or execution, and maintains visibility of them using the Army Strategy Map. Initiated in August 2003, these 20 Focus Areas helped us to "seize the initiative" with respect to transformation and to changing Army culture. Our goal is to bring the Focus Area program to a close by the end of summer, contingent upon continued progress.

The Strategic Management System, now in development, will help us to:

- Align strategic focus across our various commands and organizations;
- Link strategy to resourcing in a way that will inform decision making;
- Measure Army-wide performance and assess progress;
- Reinforce a culture of performance, continuous improvement, and accountability; and,
- Identify opportunities to accelerate the momentum we have created.



Leading Change

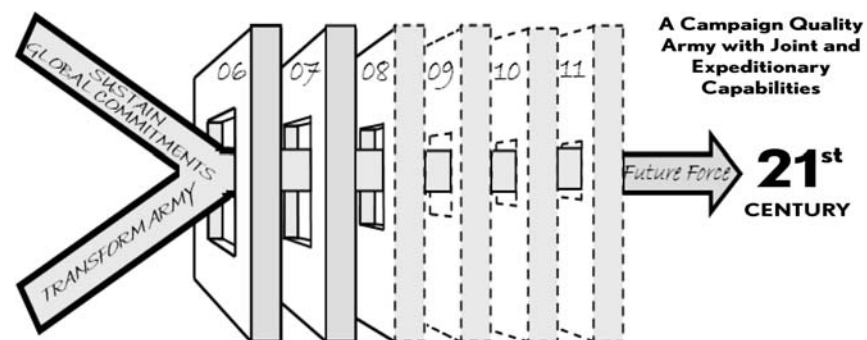
Our collective focus has enabled our ongoing modular conversion, improved the balance of our Army, increased cohesion within our units, and improved predictability for our Soldiers and their families. Transforming while waging war is exceptionally difficult, but we are on the right path.

Our challenge is to accelerate through this window of opportunity before it closes. To meet this challenge, we must remain focused on our priorities and the essential aspects of our plan to realize the Army Vision. In addition, we will need your continued efforts to promote understanding of our strategic direction, while adhering to the general guidelines listed below.

Leader Priorities

- **Accelerate Momentum:** Use your initiative to identify opportunities to accelerate momentum, while maintaining balance across your programs and activities;
- **Don't "Live Rich":** Focus efforts and resources to achieve our strategic objectives;
- **Reinforce Safety:** Focus efforts to care for people and preserve combat power through Composite Risk Management and other initiatives;
- **Measure Performance:** Support the process of aligning and assessing our strategy through the Army Strategic Management System to establish an enterprise-wide foundation to guide our Business Transformation;
- **Maintain Property Accountability:** Sustain combat power by intensively managing our current equipment while fielding new equipment to meet mission and training needs;
- **Communicate the Army Story:** Promote understanding of how we are changing. (The 2006 Army Communication Guide is available to assist you;) and,
- **Build Support:** Enhance relationships through outreach and engagements with political leaders to obtain our compelling needs. (The 2007 Legislative Objectives are available to assist you.)

ACCELERATING THROUGH THE WINDOW OF OPPORTUNITY



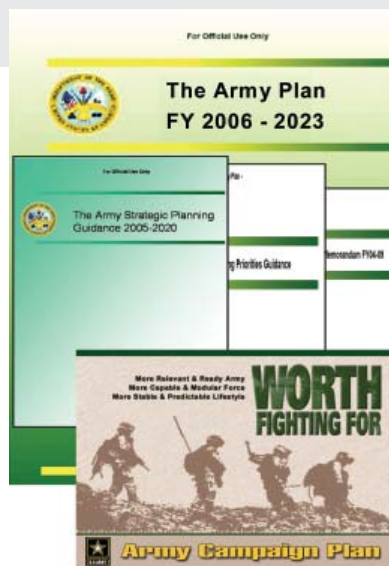
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Enclosure 1 (Planning and Execution)

The Army Plan (TAP) prescribes guidance for applying resources to execute our four overarching, interrelated strategies. The TAP also provides guidance on how we will balance our operational needs while transforming into a modular force capable of achieving our mission and our Title 10 requirements. Executing the TAP will ensure our Soldiers receive the best training, leadership, equipment, and quality of life our Nation can deliver.

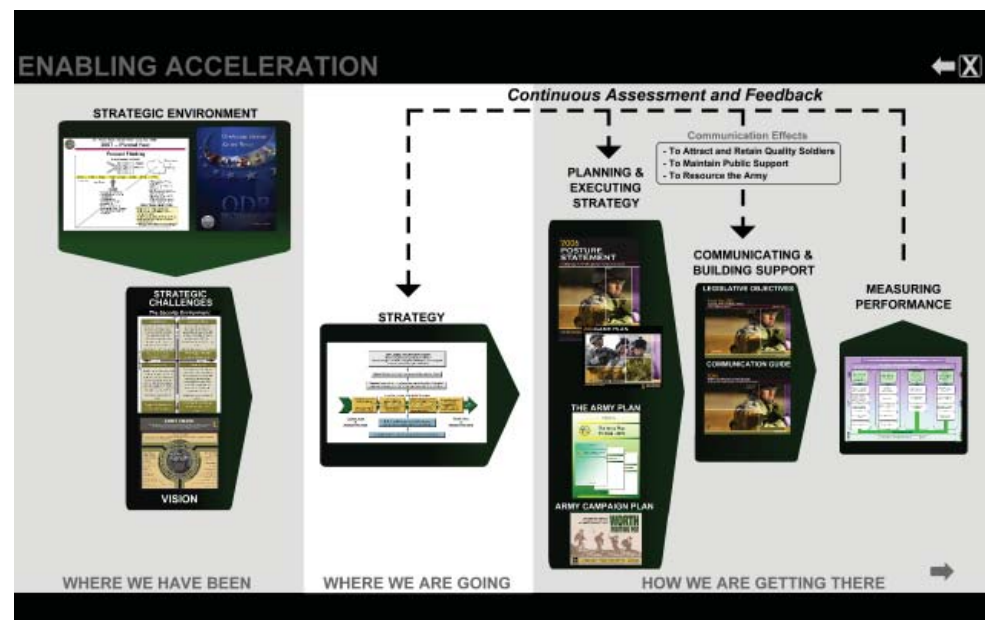
There are four sections of the TAP:

- Army Strategic Planning Guidance (Section I) – Serves as our principal institutional planning document;
- Army Planning Priorities Guidance (Section II) – Translates planning guidance into programming guidance and priorities, and links the four strategies, as contained in the Army Posture Statement, to capabilities needed to accomplish the Army's mission;
- Army Program Guidance Memorandum (Section III) – Provides broad resourcing guidance needed to build Program Objective Memorandum 08-13; and,
- Army Campaign Plan (Section IV) – Provides authoritative direction for planning, preparation, and execution of Army operations and Army transformation within the context of ongoing strategic commitments.



The graphic below conveys the cyclical nature of Army strategic planning and the relationship and interdependence of a family of strategic documents. It emphasizes our effort to develop, execute, communicate, and measure the TAP. The results of continual feedback and assessment will:

- Help us to identify where we might need to shift resources and emphasis to remain in balance as we seek to accelerate our momentum; and,
- Help us to establish a culture of performance, continuous improvement, and accountability (i.e., realistic standards to measure ourselves in terms of cost, schedule, and performance).



Interactive Presentation

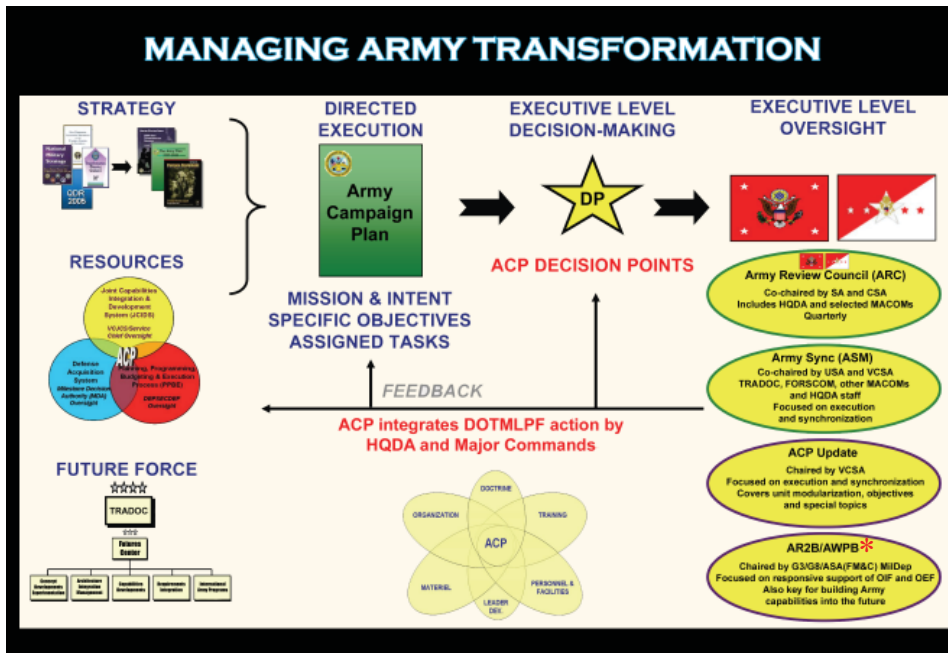
Enclosure 2 (Army Campaign Plan, Change 3)

The Army Campaign Plan (ACP) directs planning, preparation, and execution of Army operations and Army transformation within the context of ongoing strategic commitments. The ACP consists of a written order that we will continue to update semi-annually. The plan gives supported Army Commands (ACOM) or Headquarters, Department of the Army (HQDA) Staff Principals the responsibility and authority for more than 80 major objectives nested within eight campaign objectives, enabling us to execute the four overarching and interrelated strategies:

- Provide relevant and ready landpower for the 21st century security environment;
- Train and equip Soldiers to serve as warriors and grow adaptive leaders;
- Sustain an All-Volunteer Force composed of highly competent Soldiers who are provided an equally high quality of life; and,
- Provide infrastructure and support to enable the force to fulfill its strategic roles and missions.

The ACP also establishes a senior Army leader system for decision-making, synchronizing execution, and measuring progress. Each week, ACOM commanders and HQDA Staff Principals present and review the status of assigned objectives, make critical decisions related to transformation, and resolve challenges. These meetings enable us to:

- Revise ACP assumptions – for manning, funding, stationing, and force generation – to address changing resource constraints and restrictions;
- Examine the progress of modular conversion, reorganization, restationing, reflagging, and command and control relationships for all operating force elements at brigade level and above;
- Assess generating force capabilities and institutional adaptation;
- Develop the implementation directive for Army Force Generation (ARFORGEN) processes;
- Update the status of Army Focus Areas; and,
- Synchronize Army-wide battle command, modernization, and interoperability efforts.



Army Campaign Plan, Change 3

* Note: AR2B = Army Resource and Requirements Board
AWPB = Army War Production Board

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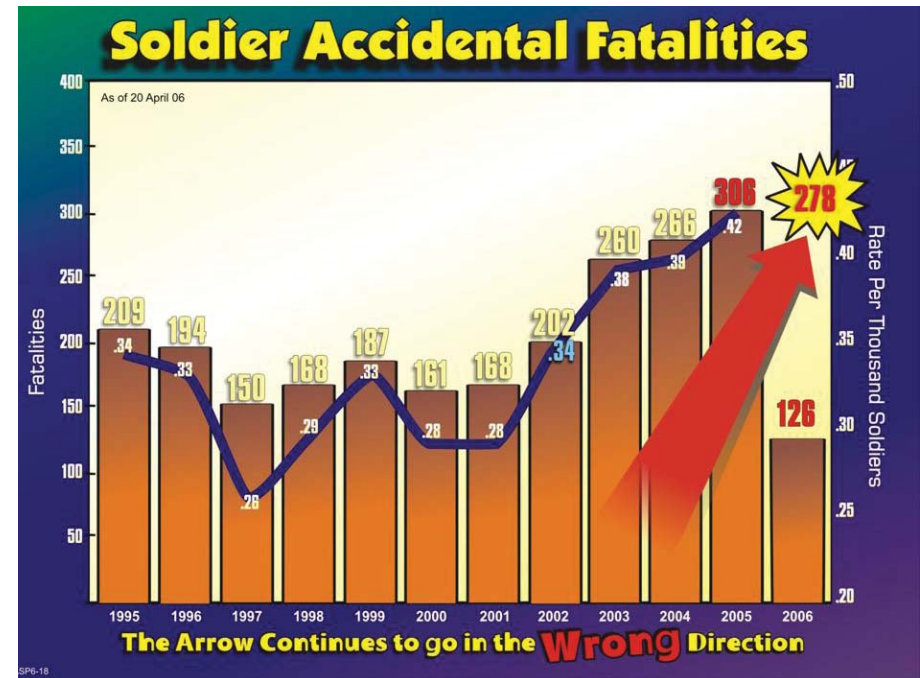
Enclosure 3 (Safety and Composite Risk Management)

The Soldier is our centerpiece, and the well-being of our Soldiers is the foundation of our readiness. Recent trends indicate that preventable losses have increasingly eroded the well-being of our Soldiers and, in turn, the readiness of our formations. Therefore, Army Safety is transforming to assist leaders to turn this trend around by providing new doctrine, a stronger infrastructure, and more proactive solution sets to attack the sources of loss.

To complement this effort, senior leaders must also look inside their organizations for innovative ideas to improve safety.

Our major safety goals are to:

- Operationalize safety to more effectively preserve combat power for current conflicts; and,
- Ensure safety becomes integral to the future force by aligning safety transformation with Army transformation.



Composite Risk Management (CRM) is the principal doctrine that we are using to preserve combat power. Tactical or accidental, on duty or off duty, a loss is a loss. Each one degrades unit readiness. Hence, CRM links risk management to readiness and shifts our approach from accident-centric to Soldier-centric. By applying CRM, leaders enhance readiness, preserve combat power, and fully prepare Soldiers to “own the edge.”

While readiness and force preservation remains a commander and leader responsibility, we must continue our efforts to create a culture in which everyone is engaged with and accountable for staying in the fight. CRM, an enabler of our success, is the vehicle we are using to transform our mindset to address and mitigate risk. When this approach permeates how our Soldiers think, we own the edge.

The Army Combat Readiness Center is poised to assist commanders, leaders, and Soldiers to improve readiness and preserve our combat power through a comprehensive suite of tools and programs.

Transforming the US Army Combat Readiness Center
Combat Readiness Center Product Support
Secretary of the Army Safety Memoranda
Safety Message from Chief of Staff, Army
“Own the Edge” Website - Managing Risk

Enclosure 4 (2006 Quadrennial Defense Review)

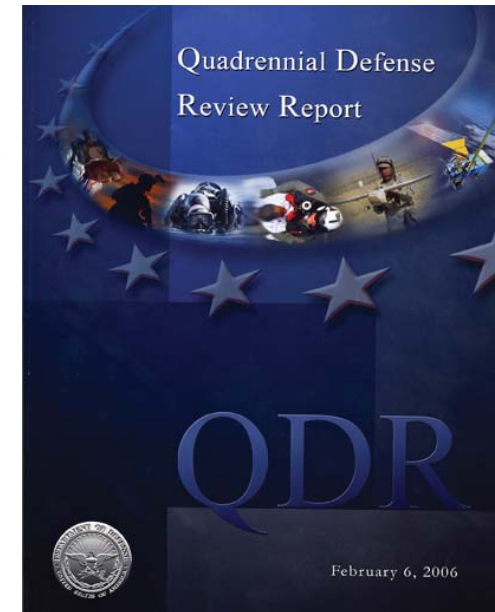
The Quadrennial Defense Review (QDR) provides the Secretary of Defense's strategic direction to the Department of Defense to guide and shape our actions over the next 20 years. The 2006 QDR Report generally reaffirms the azimuth and pace of our transformation and assists us in refining The Army Plan by articulating the capabilities, capacities, and policies we need to prepare for future challenges.

On 9/11, the Army lacked the breadth and depth of capabilities required for the long war. Our capabilities were characterized by:

- A decade of deferred modernization investments;
- An Army organized principally for large-scale conventional conflict; and,
- Reserve Component forces not postured for immediate use.

As a result of the 2006 QDR and associated analysis, we are shifting our center of gravity by providing a broader portfolio of capabilities to address all challenges (traditional, irregular, catastrophic, and disruptive) to:

- Increase options available to the President and Combatant Commanders; and,
- Mitigate risk associated with the Defense Strategy.



To create this broader portfolio, the Army will:

- Leverage the power of joint interdependence to create opportunities to change;
- Rebalance combat and support forces for both homeland defense and major combat operations overseas;
- Increase capability and capacity by creating modular, multipurpose, brigade-based combat and support forces (70 Brigade Combat Teams and over 200 Support Brigades);
- Increase the capacity of Army special operations forces by adding a battalion to each active Special Forces Group, adding a fourth Special Operations Aviation Squadron, increasing Ranger capabilities, and expanding Psychological Operation (PSYOP) and Civil Affairs (CA) capabilities by one-third;
- Enhance capabilities of multipurpose forces, especially for irregular warfare, to enable our special operations forces to focus on more complex tasks (including counterterrorism and unconventional warfare); and,
- Emphasize the human dimension in war by:
 - Expanding language skills and cultural awareness;
 - Increasing human intelligence (HUMINT) capabilities; and,
 - Integrating PSYOP and CA capabilities with multipurpose forces.

Enclosure 5 (Future Combat Systems)

A transformed modular force – expected to perform across the range of military operations in a complex security environment – requires modern equipment for the Army to remain the preeminent landpower on earth. Future Combat Systems (FCS) will pioneer the next generation of warfighting capabilities, including the construction of a new class of manned and unmanned air and land vehicles. FCS will optimize total combat effectiveness by connecting these new capabilities to the Soldier through a tightly integrated battle-management network.

FCS is our main modernization program. This program will ensure that we retain the combat advantage in critical capabilities and will enable more efficient use of personnel and materiel. FCS will replace 40-year-old equipment designed to defeat Cold War enemies and will benefit the Army, Marine Corps, Special Operations Forces, and the Nation.

FCS, now a Joint Services program with an Army and Marine Joint Program Office, is in the System Development and Demonstration (SDD) phase. On July 22, 2004, we decided to accelerate the delivery of selected FCS capabilities to the current force. This acceleration expands the scope of the program's SDD phase by adding four discrete "spin outs" of capabilities, at two year increments, to the current force.

We plan to begin fielding Spin Out One, consisting of prototypes, to the Evaluation Brigade Combat Team (EBCT) in 2008. Following successful evaluation and production, we plan to field Spin Out One to the current force beginning in 2010. We will repeat this process for each successive Spin Out. By 2014, we plan to equip the EBCT with all FCS core systems. We plan to eventually equip 15 Brigade Combat Teams (BCT) with the full complement of FCS. We will enhance our remaining BCTs with selected FCS technologies and capabilities.

Thanks to the support of Congress and our partners in the defense industry, we have made tremendous progress towards creating the capabilities needed to win decisively – when and where the Nation calls.

Video – Assault on Normandy

Video – Aftershock

Future Combat Systems includes eighteen-plus-one-plus-one (18+1+1) core systems

Future Combat Systems Cost Growth In Perspective

General Accounting Office (GAO) Report

ENHANCING CURRENT U.S. GROUND FORCES THROUGH INTEGRATION OF FCS TECHNOLOGIES

SPIN OUT ONE

Introduce the Network Sensors/Shooters

- Unattended Ground Sensors
- Non-line-of-Sight Launch Systems
- Intelligent munitions

Increases situational awareness and provides actionable intelligence.

SPIN OUT TWO

Unmanned Aircraft Systems

Improves Soldier protection and weapons precision through the use of more unmanned sensors.

SPIN OUT THREE

Unmanned Ground Vehicles

- Manpackable Robotics
- Assault and Reconnaissance
- Countermine and Transport

Improves Soldier protection and weapons precision through the use of more unmanned sensors.

SPIN OUT FOUR

Complete the Network

Reinforces other spin outs and improves the accuracy and responsiveness of joint systems supporting our Soldiers.

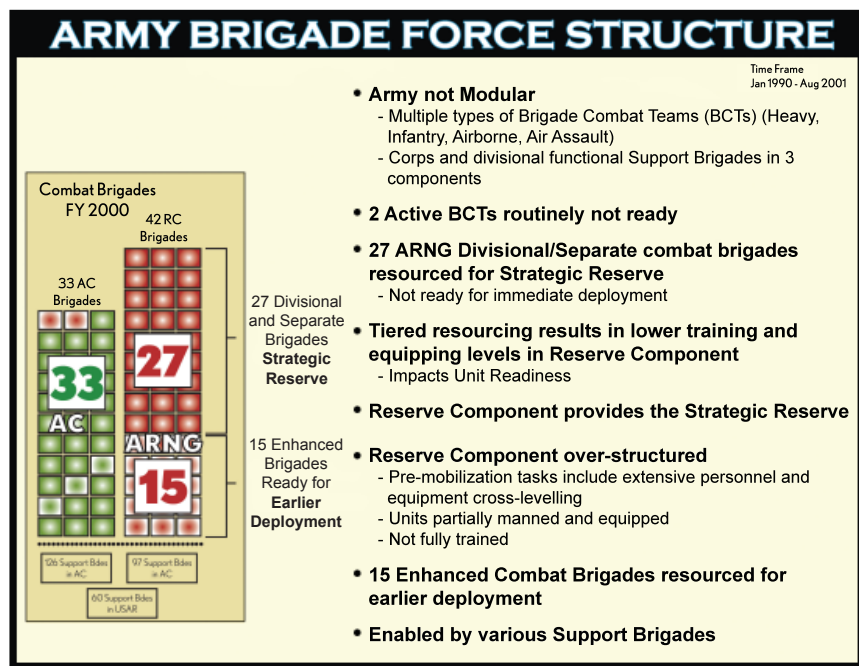
ALL SUPPORTED BY THE NETWORK



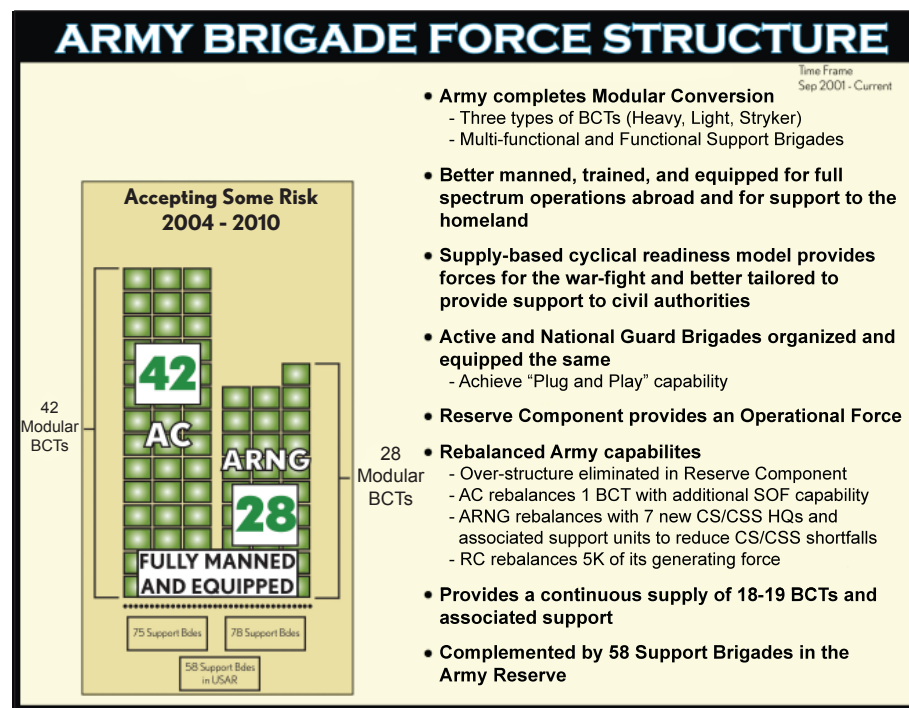
Enclosure 6 (Force Structure Decisions)

Our recent force structure decisions are designed to balance capabilities and increase readiness within the Army. Our decisions are based on the following principle: "We will fully man, fully equip, and fully train all of our units." We will make certain that our units are ready for the missions that are assigned to them. These decisions represent our initial effort to produce a more ready force, across all components, backed by a robust and comprehensive modernization effort. We are developing a detailed implementation plan through consultation and collaboration with all stakeholders – at local, state, and national levels.

We are committed to growing and balancing our capabilities within and across the active and reserve components to support the Nation's global operations, to prevail in the Global War on Terrorism, and to conduct expanded State and Homeland Defense / Homeland Security missions. Therefore, we will continue the conversion of all of our units to modular designs. This conversion is creating forces that are more relevant and ready for the challenges the Nation will face in the 21st century and more responsive to Combatant Commanders' requirements.



Modular Force
Total Army Analysis Briefing
Building Modular Support Brigades Briefing



To reflect the new realities of our strategic environment, our reserve component is no longer a strategic reserve force requiring extensive time to prepare people and equipment for deployment. Our reserve component is now an operational force. Our previous practice of fully equipping a portion of the force – while maintaining unfunded overstructure in personnel and units – will not produce the capability we need to sustain current levels of commitment for the foreseeable future. Our new orientation will enable reserve forces to be manned, trained, and equipped to support ongoing and unanticipated future operations.

We plan to field 70 Brigade Combat Teams and more than 200 Support Brigades of various types. We are refining the specific types and numbers of units to meet requirements for expeditionary and expanded State and Homeland Defense / Homeland Security operations.

- Our active component will maintain 42 Brigade Combat Teams (representing one less than our previous force structure) and 75 Support Brigades;
- Our Army National Guard will continue to maintain 106 brigades. The new mix will be 28 Brigade Combat Teams and 78 Support Brigades; and,
- Our Army Reserve will maintain 58 Support Brigades.

Enclosure 7 (Stationing)

We are adjusting our global posture to better meet the needs of the combatant commanders. We will support our existing commitments, account for changing security relationships, and maximize our strategic potential. Our effort will posture our forces, logistics activities, and power projection infrastructure to respond to the demands of a complex, uncertain future and will enhance the flow of forces to and from current global commitments. Our stationing plan – which integrates and synchronizes Base Realignment and Closure (BRAC), Integrated Global Presence and Basing Strategy (IGPBS), and Army Modular Force (AMF) initiatives – presents extraordinary challenges. It also presents an extraordinary opportunity to reposition the Army and, simultaneously, to improve the quality of life for our Soldiers and their families.

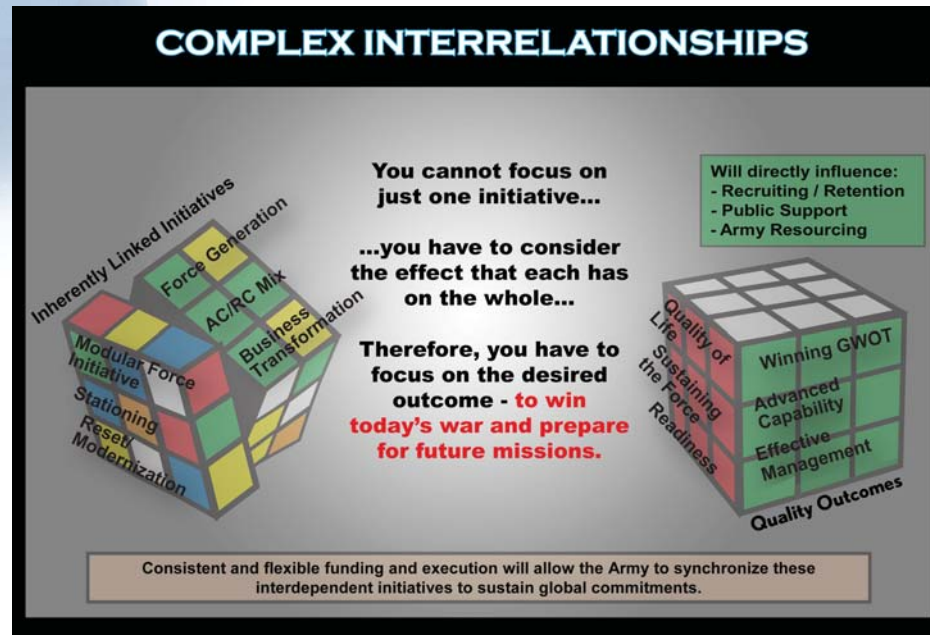
Related stationing initiatives will lead to improvements in the following areas:

- Army Prepositioned Stocks (APS);
- Army Barracks Modernization Program;
- Expeditionary Capabilities;
- Medical Infrastructure; and,
- Residential Communities Initiative (RCI).

Our plan integrates these initiatives to create the infrastructure required for the foreseeable future. We will consolidate activities by leveraging information technology, advancing supply chain management processes, and reengineering our business processes. Balancing military, economic, and strategic necessities is key in determining the scope and timing of closures, consolidations, construction, renovation, unit activations, and unit deactivations.

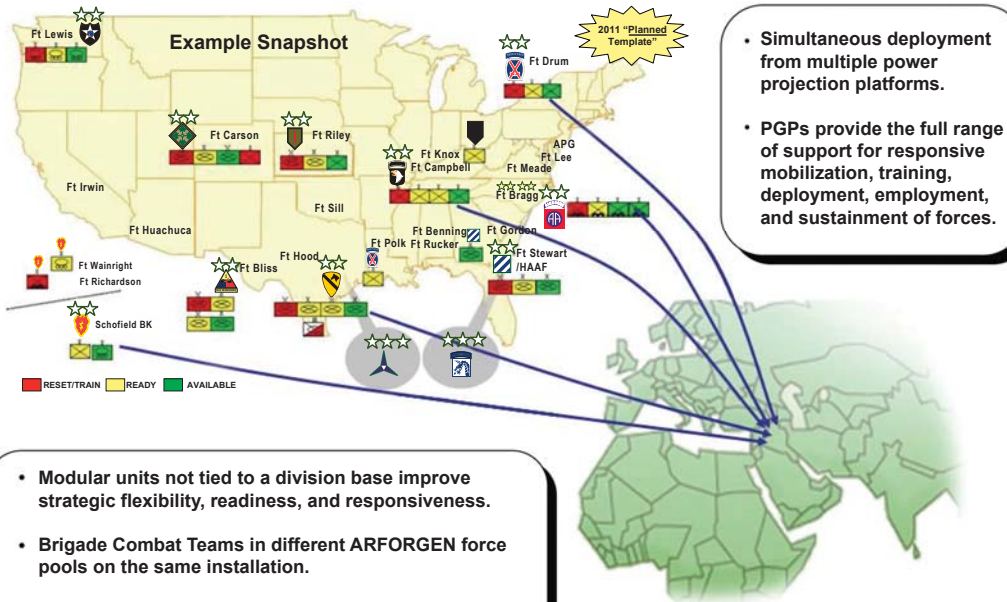
To ensure that we prepare our Soldiers properly for the challenges they will face, we established a set of goals for funding, construction, renovation, and environmental remediation. These goals are to:

- Use existing infrastructure to reduce cost and excess capacity;
- Minimize use of temporary facilities; and,
- Place priority on barracks, housing, motor pools, ranges, and training facilities.



Enclosure 7 (Stationing - cont.)

CONCEPT FOR POWER GENERATION PLATFORMS (PGP) AND POWER GENERATION SUPPORT PLATFORMS (PGSP)



- Modular units not tied to a division base improve strategic flexibility, readiness, and responsiveness.
- Brigade Combat Teams in different ARFORGEN force pools on the same installation.
- Brigades will be attached OPCON with training oversight to the CG of the Expeditionary Force.

In 2007, we will begin to reposition major elements of our operational force. We will station forces in the United States based on the critical factors of training resources and power projection capabilities. Our modernization and transformation efforts will result in more agile expeditionary forces better positioned to respond to global contingencies. In Europe and the Pacific, we will maintain a smaller forward presence. In the Middle East and elsewhere, we will maintain a rotational presence. Thus, we will eliminate many of our permanent bases. At the same time, we will establish the foundation for renovation and construction needed to support repositioning of schoolhouses, headquarters, and other support activities.

AEC Stationing/BRAC 05 Update
Stationing Video
Stationing Briefing

UNITED STATES ARMY

Enclosure 8 (Army Force Generation Model)

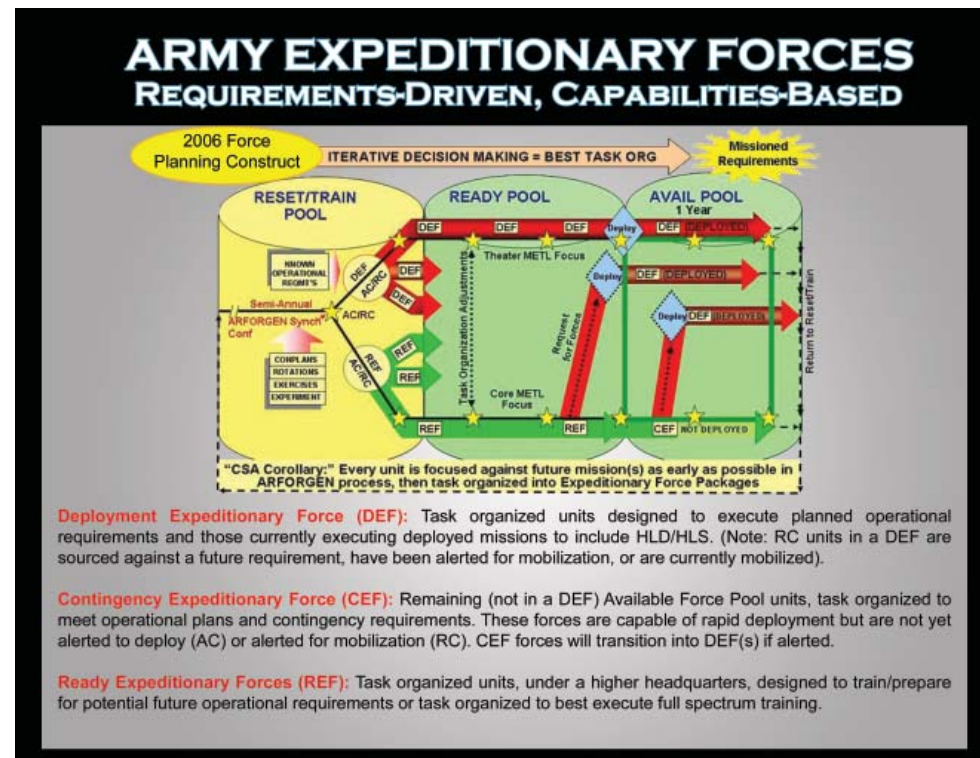
The Army Force Generation Model (ARFORGEN) is a readiness model for both active and reserve component forces. It is the central tool for integrating our four overarching, interrelated strategies. **ARFORGEN is not a force-sizing construct.**

ARFORGEN enables us to provide rapidly deployable and employable Army forces to combatant commanders and civil authorities on a sustained basis. These tailored forces and capability packages will fill specific mission requirements and will have sustainable campaign capability and depth. When fully implemented, ARFORGEN will yield a number of significant advantages:

- A continuous supply of 18-19 trained and ready modular brigades with enablers;
- Stabilized personnel to train, deploy, and fight together in the same unit;
- Assured, predictable access to reserve component units to meet operational requirements;
- Reduced post-mobilization reorganization and training time for reserve component units;
- A system of cyclic readiness to allocate resources based on unit deployment schedules;
- More predictable unit deployments that will benefit Soldiers, families, and civilian employers;
- Deployment planning that will help to reduce the burden on high-demand, low-density units; and,
- The opportunity to synchronize a broad range of Institutional Army processes.

ARFORGEN enables the structured progression of increased unit readiness over time. It leverages modular unit designs and operational cycles to deploy units in more predictable patterns. Although actual unit deployment cycles will vary by type of unit and by changing operational requirements, this model helps us retain the ability to surge combat power to meet unanticipated strategic requirements. Furthermore, ARFORGEN helps us retain the flexibility to provide units and capabilities to conduct State and Homeland Defense/Homeland Security operations and to provide military support to civil authorities (such as disaster relief).

A primary goal of ARFORGEN is to identify missions for units and headquarters as early as possible in order to improve the focus of unit training. Through ARFORGEN, we will task organize a headquarters (e.g., corps or division) with modular Brigade Combat Teams and Support Brigades for known operational requirements. Additionally, we will synchronize systems for training, manning, equipping, sourcing, resourcing, mobilizing, and deploying more effectively and efficiently than our previous tiered readiness approach. This model improves the readiness of available forces and reduces reserve component post-mobilization training time.



Information Paper, Army Force Generation
"Army Force Generation 101" Briefing

Enclosure 9 (Actionable Intelligence)

Timely application of fused, all-source, Actionable Intelligence remains a prerequisite for successful operations in complex environments against adaptive, irregular enemies. The Cold War notion of distinct intelligence and operational activities is no longer adequate; intelligence activities are operations in the fullest sense. Providing Actionable Intelligence to the Soldier has never been more important than it is today. Success in the long war demands that we accelerate our efforts to produce Actionable Intelligence.

Actionable Intelligence provides commanders and Soldiers a high level of shared situational understanding, delivered with the speed, accuracy, and timeliness needed to conduct successful operations.

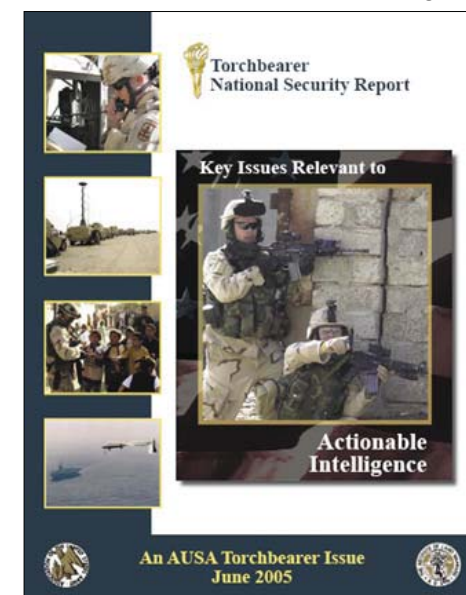
Actionable Intelligence consists of eight critical initiatives, outlined below. It requires the creation of a joint, flat, web-based, Intelligence, Surveillance, and Reconnaissance (ISR) architecture and an integrated data repository to enable Soldiers at every level to access, search, visualize, and report digitally into unified databases. These innovations will ensure widespread sharing and access across all classification levels, preventing delay and filtration at successive echelons. This architecture (Joint Intelligence Operations Capability-Iraq (JIOC-I) / Distributed Common Ground Station-Army (DCGS-A) will make Actionable Intelligence a reality down to the battalion level while meeting joint interoperability standards.

The eight critical initiatives are:

- JIOC-I/DCGS-A: A joint, flat, web-based intelligence architecture, allowing Soldiers and commanders to access, search, and visualize intelligence across all classification levels;
- Every Soldier is a Sensor (ES2): A program intended to change our culture encouraging our Soldiers and leaders to see intelligence and its reporting as every Soldiers' responsibility;
- Human Intelligence (HUMINT) Revitalization: Significantly increases Army HUMINT spaces at all levels, with enhanced communications and biometrics technology;
- Modular Military Intelligence: Increases HUMINT and analyst spaces at the Brigade Combat Team and battalion level across all components;
- Tactical Overwatch: Provides 24/7 "reachback" support to deployed tactical units during periods of high vulnerability and/or tactical movement or deployment;
- Project Foundry: Increases readiness of tactical Military Intelligence Soldiers, via advanced skills training and live environment collection/analysis support of ongoing operations;

- Red Teaming: Provides commanders an independent capability to explore alternatives from our partners' and adversaries' perspective in the operational environment; and,
- Information Dominance Center (IDC)/Pantheon Project: In partnership with academia and industry, integrates cutting edge technology to solve the toughest intelligence problems – technical and human.

Increasingly complex environments and networked adversaries mandate rapid information sharing at the lowest levels to leverage the asymmetric advantages that flat network access and net-centricity produce. We will manage the associated risks and protect sensitive sources, while making decisions that benefit Soldiers and commanders whom we depend upon to accomplish our mission.



DCS, G-2 Statement for the Record (SFR) (before the House Permanent Select Committee on Intelligence (HPSCI), dated February 28, 2006).

Enclosure 10 (Adapting the Army Command Structure)

We have adapted Major Army Commands (formerly MACOMs) and specified headquarters to produce the most effective, efficient command and control structure to support our modular warfighting forces. Our decision creates three headquarters: Army Command (ACOM), Army Service Component Command (ASCC), and Direct Reporting Unit (DRU). The term MACOM no longer properly defines current and future ACOMs or their relationship to ASCCs and DRUs. Our new definitions describe the responsibilities of these headquarters to the Department of the Army and to the Secretary of the Army. They also describe theater support relationships and responsibilities to the combatant commanders.

Our decision:

- Recognizes the global role and multi-disciplined functions of our three ACOMs;
- Establishes the Theater Army as an ASCC reporting directly to the Department while serving as the Army's single point of contact for a unified combatant command or a functional component command; and,
- Acknowledges a DRU as a functional proponent at Department of the Army level.

Three ACOMs:

- Forces Command (FORSCOM);
- Training and Doctrine Command (TRADOC); and,
- Army Materiel Command (AMC).

Nine ASCCs:

- United States Army Central (USARCENT);
- United States Army North (USARNORTH);
- United States Army South (USARSO);
- United States Army Europe (USAREUR);
- United States Army Pacific (USARPAC);
- Eighth Army (EUSA);
- United States Army Special Operations Command (USASOC);
- Surface Deployment and Distribution Command (SDDC); and,
- United States Army Space and Missile Defense Command/
United States Army Forces Strategic Command (USASMD/ARSTRAT).

Eleven DRUs:

- Network Enterprise Technology Command (NETCOM);
- Medical Command (MEDCOM);
- Intelligence and Security Command (INSCOM);
- United States Army Criminal Investigation Command (USACIDC);
- United States Army Corps of Engineers (USACE);
- Military District of Washington (MDW);
- Army Test and Evaluation Command (ATEC);
- United States Military Academy (USMA);
- United States Army Reserve Command (USARC);
- Acquisition Support Center; and,
- Installation Management Agency (IMA).

We will establish, man, and equip ACOMs, ASCCs, and DRUs through the force management process. We will continue to refine headquarters' missions, functions, and responsibilities by revising or establishing General Orders and Army Regulations. We will articulate command and support theater relationships and Title 10 responsibilities in doctrine.

Enclosure 11 (Reorganization of the Senior Civilian Executive Service)



The President's Management Agenda requires a continuously updated plan for development and succession of senior civilian executives that results in a leadership talent pool. We need a steady flow of adaptive, multi-skilled leaders capable of filling increasingly more complex senior executive positions. Our current senior executive management system does not meet this need.

We intend to manage our executive and senior professional positions, as well as our personnel in a manner consistent with our business transformation goals and objectives. This approach includes:

- Systematic review of the quality and potential of the existing senior executive pool;
- Reallocation of positions to ensure that our senior executives support the evolving business strategy and are assigned accordingly;
- Ongoing development of senior executives;
- Utilization of senior executives in a manner that aligns with and reinforces succession planning goals; and,
- Professional career development of senior executives similar to that of General Officers.

We will continue to create opportunities to link senior leader management to corporate strategies and to develop successors for the future. Our goal is to develop a "bench" of future leaders capable of executing joint, interagency, and multinational operations. Our desired objectives in reorganizing the Senior Civilian Executive Service system are to:

- Create a fully integrated talent pool;
- Provide increased assignment flexibility to senior leadership;
- Facilitate interchangeability of General Officers and civilian executives when necessary and where practicable;
- Better align civilian executive positions;
- Strategically manage the executive pool; and,
- Reinforce the concept of "One Army."

Enclosure 12 (Business Transformation)

Our approach to business transformation is holistic – combining continuous process improvement, organizational analysis and design, and situational awareness. Combining these methodologies will produce increased effectiveness and greater efficiency.

We will focus our business transformation by identifying processes for improvement. In an iterative manner, we will combine optimum organizational structure with process improvements until we identify the most effective and efficient arrangement. We will then integrate the solution into our Army.

This approach includes a:

- Robust performance measurement system to establish baseline performance and monitor results oriented improvements;
- Risk management process that identifies and mitigates risks to successful transformation; and,
- Change management process to ensure that business transformation is not just a temporary program, but rather a firmly rooted aspect of Army culture.

Through professional development, we will enhance the business acumen of our military and civilian leaders. The desired effects of our business transformation are to:

- Change how the Army does business;
- Create a culture that drives costs down versus driving budgets up; "Defending the Nation is more important than defending the budget";
- Foster a sustained commitment to continuous improvement;
- Maximize return on taxpayer dollars;
- Realize significant reductions in cost and cycle time;
- Achieve quality improvements; and,
- Promote acceptance of "what gets measured gets done."

Successful business transformation is essential to our long-term health because it will identify resources that we can divert and apply to the warfighter.

We deployed continuous process improvement using the Lean Six Sigma methodology in late 2005. The first results will be due by the end of 2006.

BUSINESS TRANSFORMATION GOVERNANCE



Deputy Under Secretary of the Army for Business Transformation
Army General Performance Results Act (GPRA) Plan Performance Budget FY07
Army Financial Statement
Army Quarterly President's Management Agenda (PMA) Report
Army Input to Annual Defense Report (ADR)
Strategic Management System (SMS)
Information Paper, Top 15 Army Processes
Top 15 Army Processes List

Enclosure 13 (Strategic Management System)

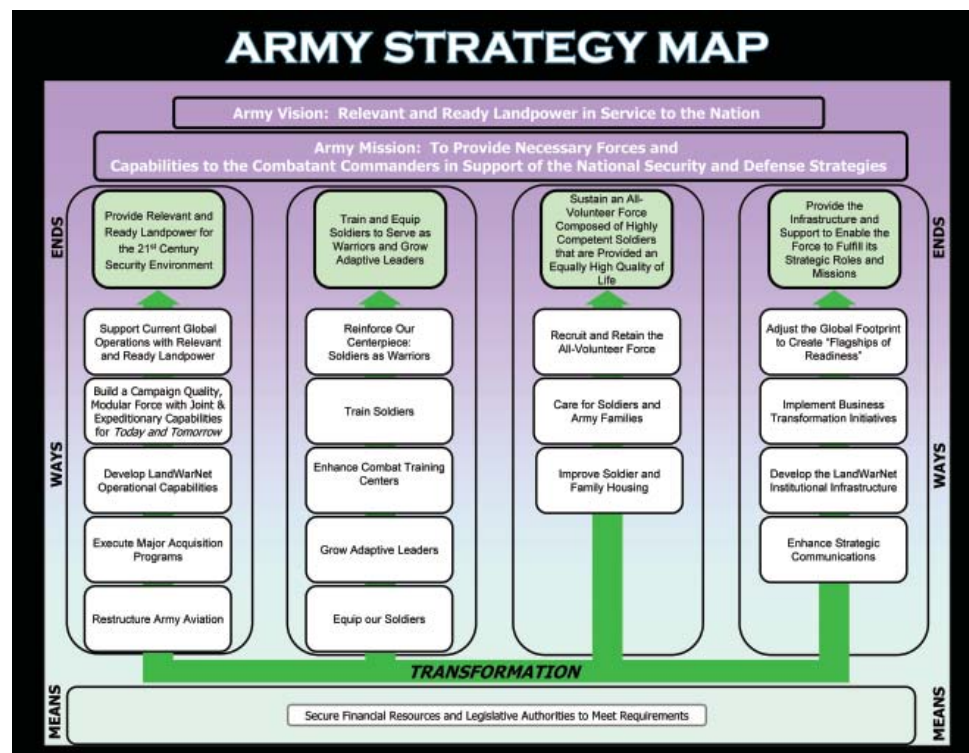
The Army Strategic Management System (SMS) provides the senior Army leadership with an enterprise-wide strategic performance management system. It will translate the Army's strategy into actionable programs and initiatives. SMS provides the automated environment to assess performance and manage resource allocation for the attainment of our strategic objectives. Senior leaders at each organizational level can use SMS to assess and manage their efforts in support of our strategy, as well as their own organization's performance. The one-page automated Strategy Map provides the framework to synchronize efforts and focus leaders on organizational performance.

The system, now in development, will:

- Provide leaders with a visual status (green/amber/red) of progress in achieving the objectives of The Army Plan;
- Enable senior leaders to assess and discuss performance through tri-annual reviews (the first review is scheduled for May-June 2006);
- Measure data that, in almost all cases, we are already collecting (not a new report);
- Eliminate wasteful, redundant reports; and,
- Focus activity, improve performance, and reinforce accountability across our Army.

SMS provides an automated environment to:

- Delineate subordinate initiatives and their associated critical tasks that we must resource and measure in order to assess attainment of our strategic initiatives;
- Establish useful performance measures that enhance efficiency through continual process improvement;
- Respond to changing requirements by facilitating strategic performance reviews that enable reallocation of increasingly scarce resources and modification of cost, performance, or schedule objectives, if required; and,
- Leverage predictive technology to more accurately forecast the outcome of strategic decisions.



The approved Army Strategy Map translates strategic guidance into a finite set of strategic initiatives. The Strategy Map uses the Ends-Ways-Means construct to demonstrate how these strategic initiatives build upon each other in order to achieve our four overarching strategies and realize our vision. We assigned each Army-level strategic initiative to a Headquarters, Department of Army Staff Principal. The Army Staff Principal is responsible for ensuring coordination with our commanders and with all members of the Departmental headquarters who play a role in the successful accomplishment of that particular strategic initiative.

SMS will reinforce accountability by requiring strategic initiative owners to report on performance. Periodic examination of progress will help us to identify impediments to change that we must address, thereby aiding in the acceleration of our transformation.

Strategic Management System
Army Strategic Management System Guidance Memo
(with Implementation Memo as enclosure)
Strategic Management System Briefing

Enclosure 14 (Army Focus Areas)

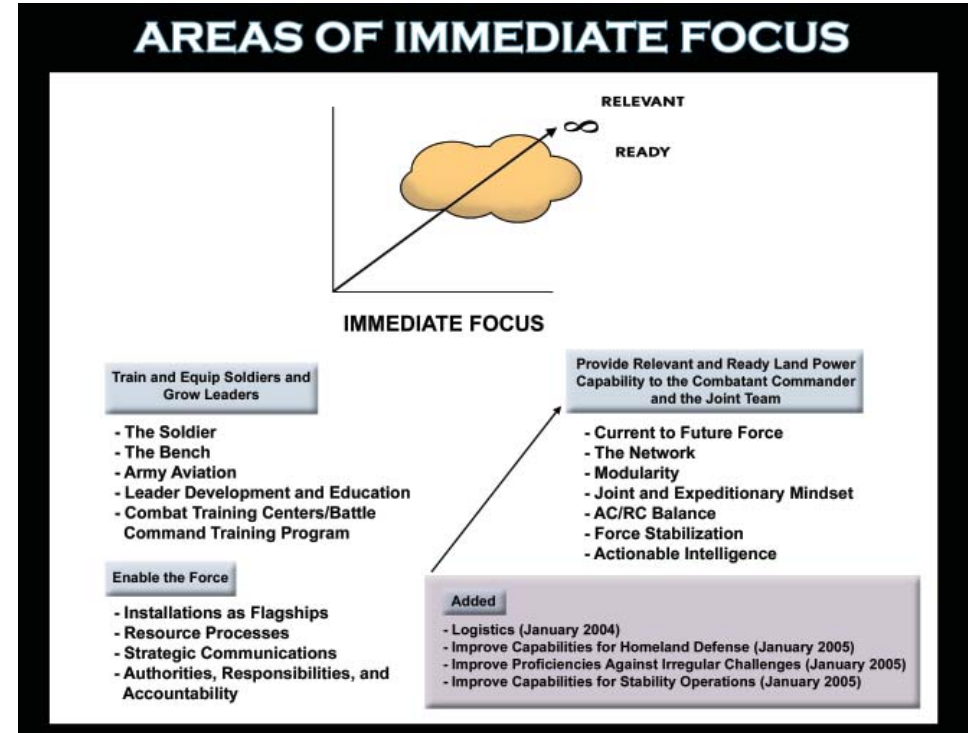
In 2003, to improve senior Army leaders' ability to lead change, we developed areas of immediate focus. These 20 Focus Areas – including Army Modular Force initiative, Active Component - Reserve Component Balance, and Force Stabilization – helped us to concentrate on our top transformational initiatives. They provided an orientation to “our journey” and enabled us to seize the initiative.

Currently, we continue to manage Focus Areas per the system described in the memorandum *Maintaining the Momentum of Army Focus Areas*, dated 5 July 2005. As Focus Areas mature, we are integrating them into all four sections of The Army Plan. Ultimately, we will embed all of the Focus Areas into the strategic initiatives (or their subordinate tasks) displayed on the Army Strategy Map. Integrating Focus Areas into The Army Plan will allow the Army to:

- Retain visibility of performance and resource programs over the long term; and,
- Improve our ability to communicate and build support for our requirements.

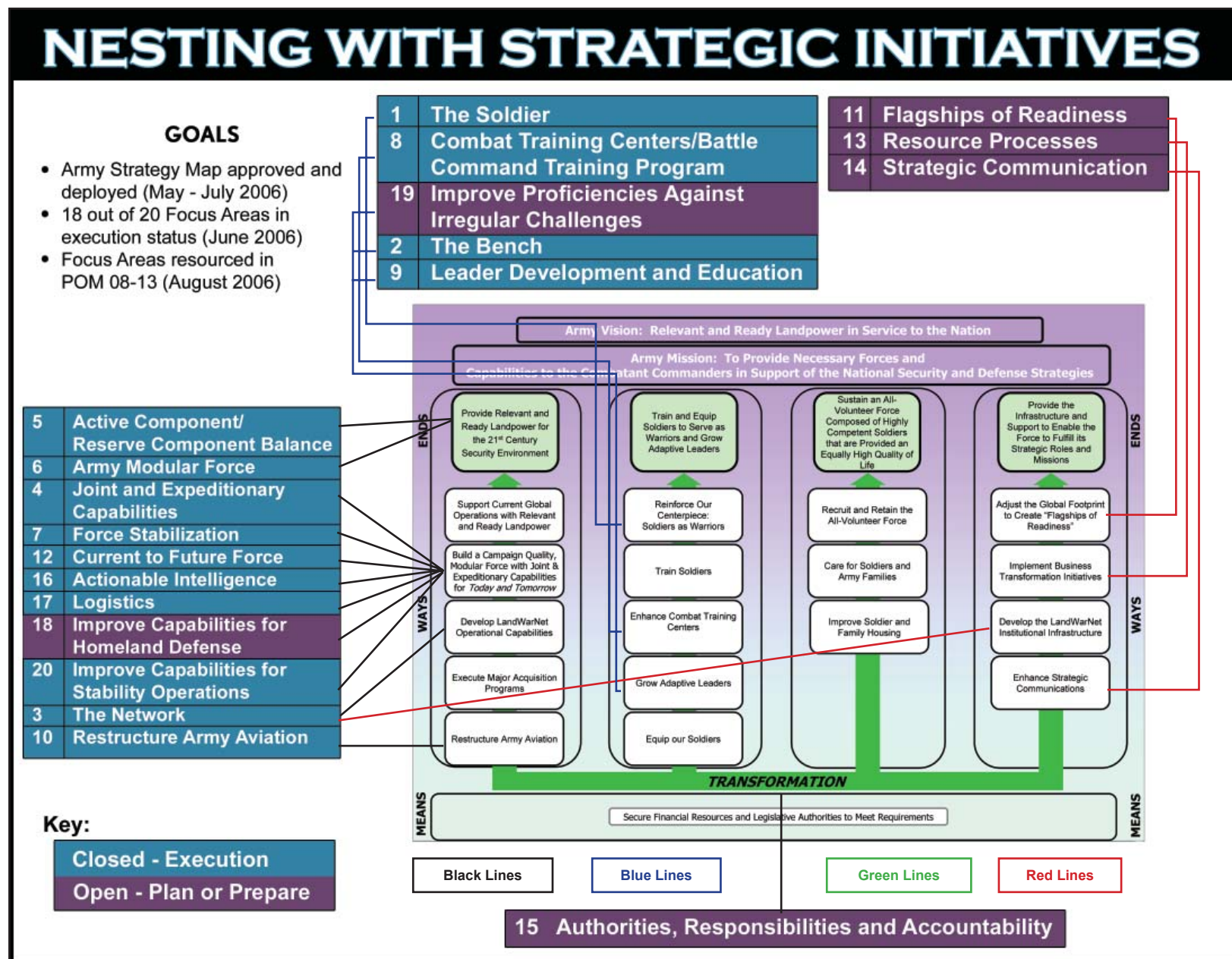
The efforts described above have set the guideposts for our change and movement toward the future. Our collective focus has enabled our ongoing modular conversion, has improved the balance of our Army, and has increased unit cohesion and predictability for our Soldiers and their families. Transforming while waging war is exceptionally difficult, but we are on the right path and we have a tremendous window of opportunity. As we accelerate our momentum through this window of opportunity, we must remain focused on realizing the Army Vision.

- Since August 2003, we developed 20 Focus Areas:
 - 16 in August 2003;
 - One in January 2004; and,
 - Three in January 2005.
- To date, we have effectively incorporated 14 into Army processes and are monitoring them to ensure that we achieve their intent; and,
- We continue to work six Focus Areas across the Army with the goal of incorporating their intent into Army processes – and closing the Focus Area program by the end of summer 2006, contingent upon continued progress.



Maintaining Momentum of Army Focus Areas
Current Status Report (as of 1 January 2006)
Consolidated Information Update (December 2005)
Consolidated Information Update (March 2006)

Enclosure 14 (Army Focus Areas, Cont.)



UNITED STATES ARMY

Enclosure 15 (Communicating and Building Support)

In the digital age, information is just as important to our Army as fuel and ammunition. Therefore, each Soldier and Army civilian employee must know the Army's key messages and communicate these messages to every conceivable audience. Every opportunity to *Tell the Army Story* should achieve one or more of the following effects:

- Attract and Retain Quality Soldiers.
- Maintain Public Support.
- Resource the Army.

• **Legislative Objectives and Engagement.** Our compelling needs, summarized in the 2006 Army Posture Statement, drive our Legislative Objectives for FY07, which in turn, drive our legislative strategy. The purpose of our Legislative Objectives is to gain Congressional support for the resources and authorities required to execute key programs and initiatives outlined in the Army Posture Statement. Congressional assistance in terms of funding, support, and authorities is critical to accelerating our momentum.

These objectives:

- Focus on securing Congressional support for the FY07 strategic resource requirements;
- Align with the strategies in The Army Plan; and,
- Enable us to measure our performance.

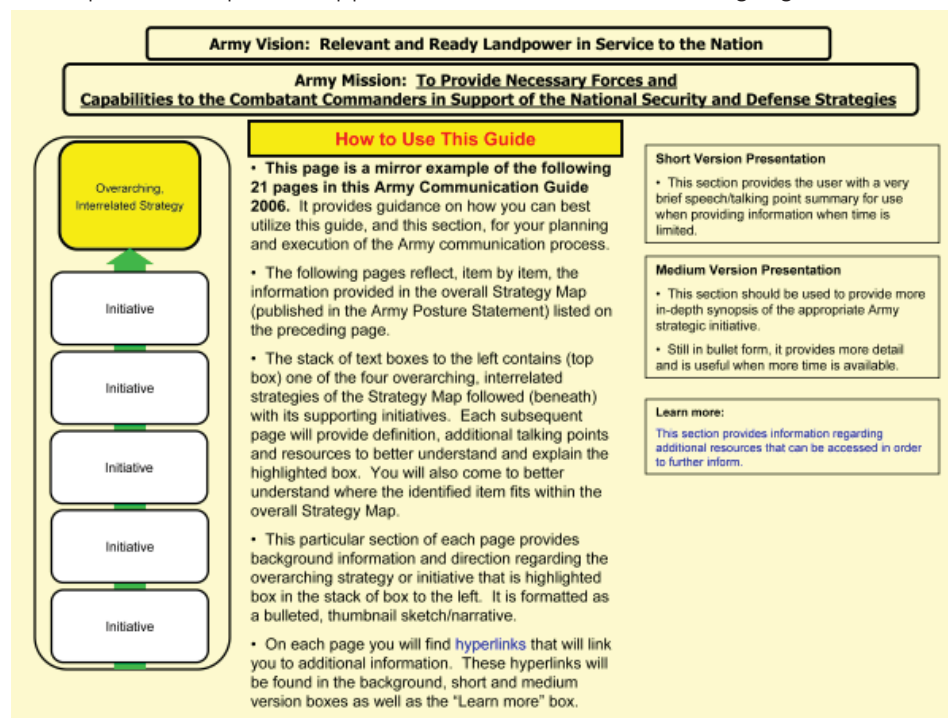
FY07 Legislative Objectives		
	PROCESS OWNER	STATUS
Fund the Army: ENSURE THE ARMY IS ALLOCATED \$100.6B OF THE FY07 DEFENSE APPROPRIATION AND OBTAINS SUPPLEMENTAL FUNDING FOR COMBAT OPERATIONS IN SUPPORT OF THE GWOT.	FM&C	<input type="checkbox"/>
Grow and Balance Capabilities: MAINTAIN LEGISLATIVE SUPPORT FOR GROWING AND TRANSFORMING THE ARMY'S MODULAR FORCE. TO INCLUDE FULLY FUNDING THE TOTAL FORCE NECESSARY TO MEET CURRENT AND FUTURE COMMITMENTS WITH TRAINED AND READY UNITS.	G3	<input type="checkbox"/>
Grow the All-Volunteer Force: OBTAIN LEGISLATIVE AUTHORITIES AND SUPPORT FOR A P007 THAT MAINTAINS MOMENTUM IN RECRUITING AND RETENTION.	G1	<input type="checkbox"/>
Modernize: FULLY FUND THE ARMY'S MODERNIZATION PROGRAMS IAW P007 AND ACCELERATE THE FIELDING OF ADVANCED TECHNOLOGY TO THE FORCE.	G8	<input type="checkbox"/>
Transform the Force: BUILD MOMENTUM NECESSARY TO ACCELERATE THE TRANSFORMATION OF ACTIVE AND RESERVE COMPONENT BRIGADE COMBAT TEAMS TO MODULAR FORCE STRUCTURES, WITH THE REQUISITE HEADQUARTERS AND SUPPORT BRIGADES, IN ORDER TO GROW TOTAL FORCE CAPABILITIES.	G8	<input type="checkbox"/>
Build Installations as Flagships: ACHIEVE AND MAINTAIN CONGRESSIONAL SUPPORT FOR FY07 MILCON REQUIREMENTS IN ACCORDANCE WITH BRAC 05, HGPDS, AME AND OTHER OSD GUIDANCE, IN ORDER TO GROW ARMY STRATEGIC DEPLOYMENT CAPABILITIES AND BALANCE THESE WITH SOLDIER AND FAMILY QUALITY OF LIFE ENHANCEMENTS.	ACSIM	<input type="checkbox"/>
Transform Business Practices: OBTAIN LEGISLATIVE AUTHORITIES AND RELIEF NECESSARY TO TRANSFORM SELECT ARMY BUSINESS PRACTICES IN FY07.	FM&C	<input type="checkbox"/>

GREEN = Army Position Fully Supported
 AMBER = Army Position Partially Supported
 RED = Army Position Not Supported

15-Feb-05

Relevant and Ready Landpower in Service to the Nation

- 2006 Army Communication Guide. Achieving our strategic objectives also requires a coordinated, synchronized, well-understood, easy-to-articulate engagement plan. The Chief of Public Affairs developed the 2006 Army Communication Guide to ensure common understanding of The Army Plan and our Legislative Objectives, and to provide our strategy for engagement. This 2006 Army Communication Guide is also designed to help maintain public support and to achieve other strategic goals.



This guide:

- Assists leaders in telling the Army story to both internal and external audiences;
- Enables communication planning and provides source information on our strategic initiatives;
- Identifies engagement opportunities and supporting or related key events to amplify our themes and messages; and,
- Informs the American people on our activities and issues to help sustain public support for the Army.

Congressional Update
Talking Points for U.S. Army Congressional Events 2006

Enclosure 16 (Operational Force Vice Strategic Reserve)



During the Cold War, the National Military Strategy envisioned an extended mobilization period that would provide time to train and equip our reserve component forces. By default, our reserve component was a strategic reserve requiring extensive mobilization to raise their capability and capacity to an appropriate level. In that era, we permitted a considerable imbalance to exist between our active component and reserve component, equipping the reserve component to a level less than their active counterpart. As a result, our reserve component forces were not immediately ready for deployment in 2001.

Based on the experience of 9/11, and lessons learned from homeland defense operations, hurricane recovery operations and

ongoing combat operations, we shifted our reserve component from a strategic reserve to an operational force. Our Army Reserve and our Army National Guard are now an integral part of our operational force.

We are prioritizing resources to ensure that we expedite distribution of critical, dual use equipment to our Army National Guard to meet their State and Homeland Defense/Homeland Security missions. Additionally, reduced deployments of reserve component units, combined with continued supplemental funding for Reset, will allow us to complete their modular conversion and improve their equipment readiness.

US Army Reserve Posture Statement
US Army National Guard Posture Statement
US Army Reserve Home Page
US Army National Guard Home Page
2006 Quadrennial Defense Review Report (pages 76-77)
Transforming While Conducting the Global War on Terrorism
Strategic Reserve to Operational Force (April 2005)
National Guard Homeland Defense White Paper (October 2005)

This transition requires us to transform and modernize the Army National Guard and the Army Reserve in a manner similar to our active component units. To sustain this transition, we have to:

- Fully man, train, and equip them to be operationally ready;
- Organize them to be identical to their active counterparts to enable seamless integration into our force mix; and,
- Provide more predictability through ARFORGEN to leverage their readiness and availability for deployment.



Enclosure 17 (Army Sustainability – The Army Strategy for the Environment)

We are working aggressively to ensure that our Soldiers of today – and our Soldiers of the future – have the resources they need to accomplish their mission. These include:

- Land, water, and air resources needed to train and test systems;
- A healthy environment in which to live; and,
- Continued support of local communities, government officials, and the American people.

Our effort to institutionalize the concept of sustainability is enabling our Army to meet its current and future needs, while improving our ability to organize, equip, train, and deploy our Soldiers as part of the Joint Force.

The Army Strategy for the Environment – Sustain the Mission, Secure the Future – explains the concept of sustainability. This strategy – a starting point for promoting understanding – guides how we are integrating environmental considerations into each of our four overarching strategies. As we have learned from Army safety and occupational health programs, consideration of environmental factors must be an integral part of our planning – not an afterthought. For this reason, we are accelerating our movement from a traditional, compliance-based approach to environmental stewardship ... to an innovative, mission-oriented, systems-based approach.

Our approach recognizes the growing interdependence among mission, environment, and community that is a key feature of our evolving strategic and operational environment. Put simply, we are working to establish and sustain the environmental foundation required to support our transformation from the current to the future force. In doing so, we are applying all of the principles of our vital business transformation effort, now well under way. In light of the risks and costs that we already face as we reposition our global footprint and realign all of our bases, depots, and arsenals, we cannot afford to do otherwise.

Army Sustainability has six long-term goals:

- Foster a sustainability ethic;
- Strengthen Army operations;
- Meet test, training, and mission requirements;
- Minimize impacts and total ownership costs;
- Enhance well-being; and,
- Drive innovation.

We are developing specific objectives to integrate sustainability throughout the Army. Numerous Army-wide initiatives are in development that will:

- Improve our ability to deploy rapidly and to transition seamlessly across the full spectrum of operations;
- Develop people, processes, and tools to provide capabilities for a sustainable future;
- Transform business practices by incorporating the triple bottom line of mission, environment, and community in all of our processes;
- Reinforce a culture of engagement that enhances collaboration with our stakeholders; and,
- Accelerate innovation by employing systems thinking and investing in sustainable technology.



Enclosure 18 (Helpful Websites)

The Army Website

<http://www.army.mil>

The Army National Guard

<http://www.arng.army.mil>

The United States Army Reserve

<http://www.armyreserve.army.mil/arweb>

Army Families Online

<http://www.armyfamiliesonline.org>

Deputy Chief of Staff for Personnel, G-1

<http://www.armyg1.army.mil>

Deputy Chief of Staff for Personnel, G-2

<http://www.dami.army.pentagon.mil>

Deputy Chief of Staff for Personnel, G-3

<http://www.hqda-odcsops.army.mil>

Deputy Chief of Staff for Logistics, G-4

<http://www.hqda.army.mil/logweb>

Chief Information Officer, G-6

<http://www.army.mil/ciog6>

Deputy Chief of Staff for Programs, G-8

<http://www.g8.army.mil>

Future Combat Systems

<http://www.army.mil/fcs>

Army Medicine

<http://www.armymedicine.army.mil>

2006 Army Posture Statement

<http://www.army.mil/aps/06>

Army Modernization Plan

<http://www.army.mil/features/MODPlan/2006>

2006 Quadrennial Defense Review (QDR)

<http://www.defenselink.mil/pubs/pdfs/QDR20060203.pdf>

TRICARE

<http://www.tricare.osd.mil/>

Army Capabilities Integration Center

<http://www.arcic.army.mil>

THE SOLDIER'S CREED

I AM AN AMERICAN SOLDIER.

I AM A WARRIOR AND A MEMBER OF A TEAM. I SERVE THE PEOPLE OF
THE UNITED STATES AND LIVE THE ARMY VALUES.

I WILL ALWAYS PLACE THE MISSION FIRST.

I WILL NEVER ACCEPT DEFEAT.

I WILL NEVER QUIT.

I WILL NEVER LEAVE A FALLEN COMRADE.

I AM DISCIPLINED, PHYSICALLY AND MENTALLY TOUGH, TRAINED, AND
PROFICIENT IN MY WARRIOR TASKS AND DRILLS. I ALWAYS MAINTAIN
MY ARMS, MY EQUIPMENT, AND MYSELF.

I AM AN EXPERT AND I AM A PROFESSIONAL.

I STAND READY TO DEPLOY, ENGAGE, AND DESTROY THE ENEMIES OF THE
UNITED STATES OF AMERICA IN CLOSE COMBAT.

I AM A GUARDIAN OF FREEDOM AND THE AMERICAN WAY OF LIFE.

I AM AN AMERICAN SOLDIER.



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